

2009 State Workforce Report

AN OVERVIEW OF WASHINGTON STATE GOVERNMENT WORKFORCE DATA



Produced by
Washington State
Department of Personnel

Director's Message

I am pleased to present the 2009 State Workforce Report as a tool to help inform discussions about Washington State government employees. The report provides a snapshot of the executive branch workforce as of June 30, 2009, as well as recent trends.

It contains information such as: number of state employees (overall and per agency), types of state employment, workforce age and diversity data, management profile, salary trends, hiring and turnover trends, performance management progress, employee satisfaction data, and more.

I believe that a key role of the Department of Personnel (DOP), as the central human resource agency, is to ensure that leaders have easy access to current and credible data to make informed decisions about workforce issues.

The 2009 State Workforce Report is an important step in fulfilling this goal. It goes hand-in-hand with the annual enterprise-wide Human Resource Management Report, which is a roll-up dashboard describing agencies' progress against key workforce management performance measures. Together, these two reports provide a wealth of information for setting priorities, making improvements, and monitoring accountability.

Our new website (www.dop.wa.gov) includes a Strategic HR section dedicated to providing easy access to these reports and the most current workforce data available. In addition, this site contains HR best practices and benchmark information from private industry, other states, and across state agencies. It also includes the latest research reports from the National Association of State Personnel Executives (NASPE), the Pew Center, and other premier research organizations.

Washington State's use of data to improve workforce management practices has drawn national attention in recent years. In 2007, *Governing* magazine reported that Washington scored an A- in the people category of the Pew Research Center's Grading the States report – one of the top four states. We hope to continue and improve upon this trend in the future.

The 2009 State Workforce report is the first such report in nearly two decades. It is our intention to update and produce this report on an annual basis.

Respectfully submitted,



Eva Santos

Director, Department of Personnel



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About this Report

The 2009 Washington State Workforce Report focuses on state employees in the general government portion of the executive branch. This includes all permanent and non-permanent employees in state agencies under the jurisdiction of the Governor and other executive elected officials.

This report does not cover employees in higher education, the legislative and judicial branches, and certain others, such as emergency firefighters, youth conservation corps, and those who are paid by the state's payroll system but are not considered to be state employees.

Excluding higher education, the executive branch makes up about 98 percent of the workforce. The legislative branch and judicial branch make up the remaining two percent.

The primary source of the Washington State government workforce data is the Human Resource Management System (HRMS) managed by the Department of Personnel.

The data contained in this report is as of June 30, 2009, unless otherwise noted. Most data is based on fiscal years. The state fiscal year begins on July 1 and ends on June 30. For example, FY 2009 began July 1, 2008 and ended June 30, 2009.

Key Events Impacting the State Workforce

July 2005 – Civil service rule changes, job class consolidation, and collective bargaining agreements go into effect (per 2002 Personnel System Reform Act).

July 2006 – All agencies complete the transition from an old legacy payroll system to processing payroll through the Human Resource Management System (HRMS).

August 2008 – Freeze on hiring, non-emergency out-of-state travel, new equipment purchases, and non-emergency personal service contracts.

October 2008 – Supplemental budget results in additional one percent budget cuts.

December 2008 – Hiring freeze replaced by hiring cap.

February 2009 – Freeze on wage/salary increases for one year for Washington Management Service and at-will positions (per HB 5460).

April 2009 – Negotiated salary increases for 2009 are not funded in final budget.

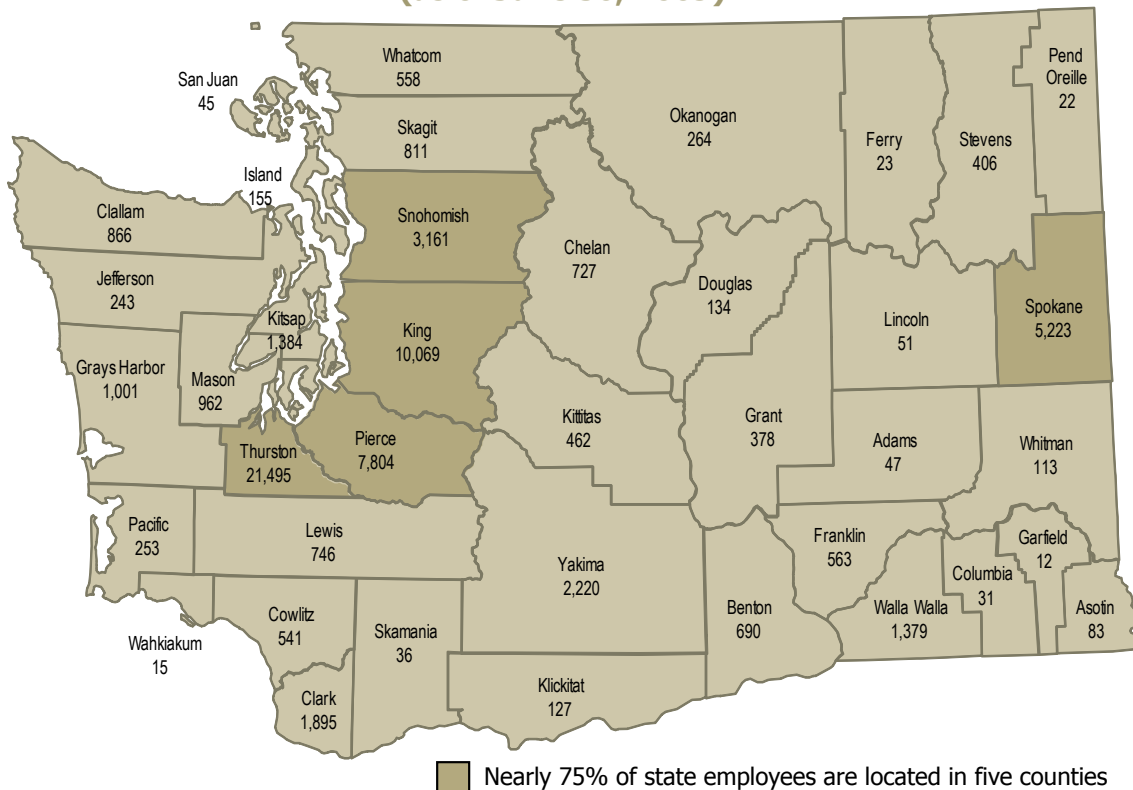
Workforce at a Glance

Workforce Profile (as of June 30, 2009)

Workforce Headcount	65,290
Average Age	46
Female	51%
Persons of Color	18%
Persons with Disabilities	4%
Vietnam Era Veterans	5%
Veterans with Disabilities	2%
Average Length of Service	12 years
Median Annual Base Salary	\$50,568*
Classified	94.4%
At-Will	5.6%
Covered by Collective Bargaining	66.3%
Full-time (salaried employees)	87.7%
Permanent Status	83%
Total Turnover Rate (Average)	7.1%

*Full-time employees only

Geographic Distribution of State Government Workforce (as of June 30, 2009)



Workforce Profile

Number of State Employees

Targeted Growth

The workforce grew between FY 2006 and FY 2008, largely due to targeted funding of state priorities such as the safety of vulnerable children (social workers in the Department of Social and Health Services) and prisons (correctional officers in the Department of Corrections).

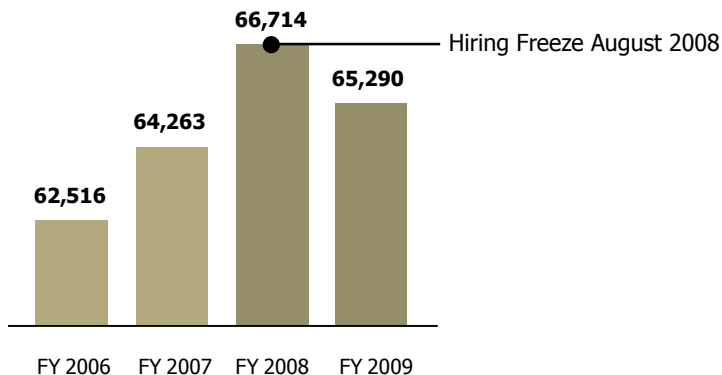
During FY 2009, the number of state employees declined by 2.1%, while the state's population rose by 1.8%.*

Hiring Freeze and Layoffs

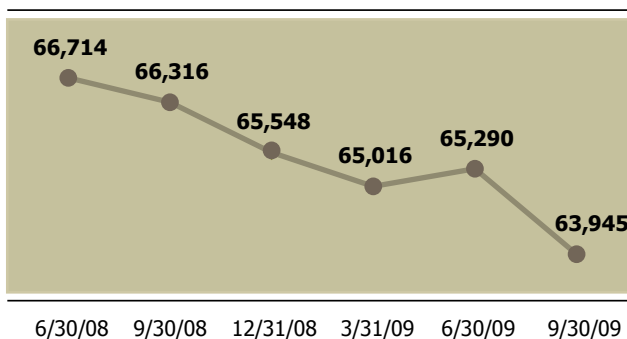
Between July 2008 and September 2009, the total workforce headcount declined by 2,769. This decline was driven by the Governor's August 2008 hiring freeze, as well as mandatory budget cuts that resulted in layoffs. Layoff activity is discussed further on page 15 of this report.

*Source: Population data from the Office of Financial Management, June 2009.

Workforce Headcount Reflects Targeted Growth Followed by Hiring Freeze



Headcount Declines in Response to Challenging Economy



Workforce Profile (Continued)

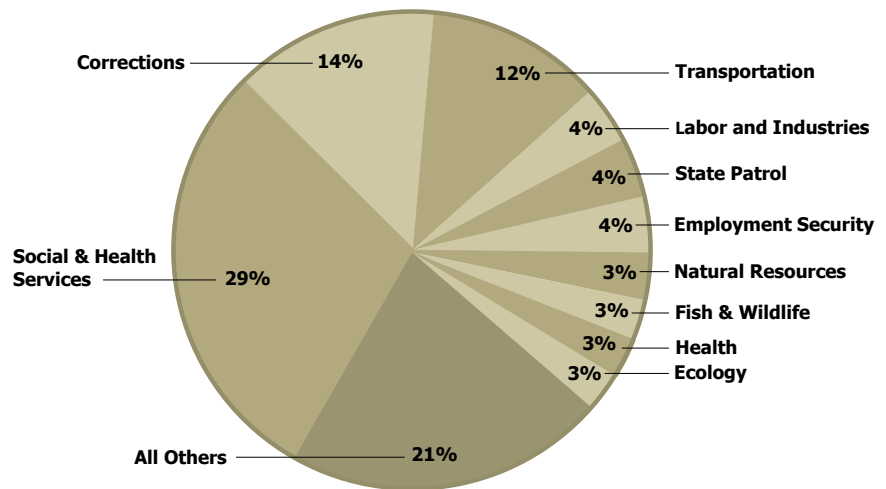
Workforce Distribution by State Agency

The state's ten largest agencies employ the majority of the workforce (as shown in the chart to the right).

More than half of the state workforce is employed in three agencies: the Departments of Social & Health Services, Corrections, and Transportation.

The number of employees by agency is shown below. Data is as of June 30, 2009.

Ten Agencies Employ 79% of the State Workforce



Number of Employees Per Agency (Ranked by Size)

1. Social & Health Services 19,161	31. Insurance Commissioner 207	58. Indeterminate Sentence Review Board 20
2. Corrections 9,005	32. Financial Institutions 189	59. Traffic Safety Commission 20
3. Transportation 7,851	33. Administrative Hearings 160	60. Minority & Women's Business Enterprises 18
4. Labor & Industries 2,690	34. Gambling Commission 159	61. Board of Accountancy 18
5. State Patrol 2,306	35. School for the Deaf 158	62. Arts Commission 17
6. Employment Security 2,295	36. Industrial Insurance Appeals 148	63. County Road Administration Board 16
7. Natural Resources 1,844	37. Lottery 147	64. Sentencing Guidelines Commission 16
8. Fish & Wildlife 1,774	38. Utilities & Transportation 137	65. Board of Tax Appeals 13
9. Health 1,738	39. Printer 128	66. Growth Management Hearings Board 13
10. Ecology 1,634	40. School for the Blind 113	67. Transportation Improvement Board 12
11. Liquor Control Board 1,471	41. Services for the Blind 87	68. Transportation Commission 11
12. Licensing 1,362	42. Investment Board 79	69. Environmental Hearings Office 10
13. Attorney General 1,321	43. Housing Finance 68	70. Pilotage Commissioners 9
14. Revenue 1,105	44. Treasurer 66	71. Columbia River Gorge Commission 9
15. Parks 989	45. Historical Society 64	72. Lieutenant Governor 7
16. Agriculture 851	46. Governor 63	73. Caseload Forecast Council 6
17. Veterans Affairs 726	47. Recreation & Conservation Fund 53	74. Home Care Quality Authority 6
18. General Administration 652	48. Eastern Washington State Historical Society 48	75. LEOFF Plan 2 Retirement 6
19. Information Services 450	49. Horse Racing Commission 43	76. Pollution Liability Insurance 6
20. Superintendent of Public Instruction 415	50. Human Rights Commission 40	77. Economic & Revenue Forecast Council 5
21. State Auditor 405	51. Criminal Justice Training Commission 39	78. Health Care Facilities Authority 5
22. Commerce 375	52. Public Employment Relations Commission 38	79. Tobacco Settlement Authority 5
23. Military Department 369	53. Puget Sound Partnership 29	80. Volunteer Firefighters 4
24. Financial Management 341	54. Work Force Training & Education Coordinating Board 29	81. Freight Mobility Strategic Investment 3
25. Secretary of State 327	55. Public Disclosure Commission 26	82. Indian Affairs 3
26. Health Care Authority 294	56. Conservation Commission 23	83. Citizen's Commission on Salaries for Elected Officials 2
27. Convention & Trade Center 244	57. Archaeology & Historic Preservation 20	84. Economic Development Finance Authority 2
28. Retirement Systems 237		85. African American Affairs 2
29. Personnel 218		86. Hispanic Affairs 2
30. Early Learning 212		87. Asian Pacific American Affairs 1

Workforce Profile (Continued)

Types of Employment

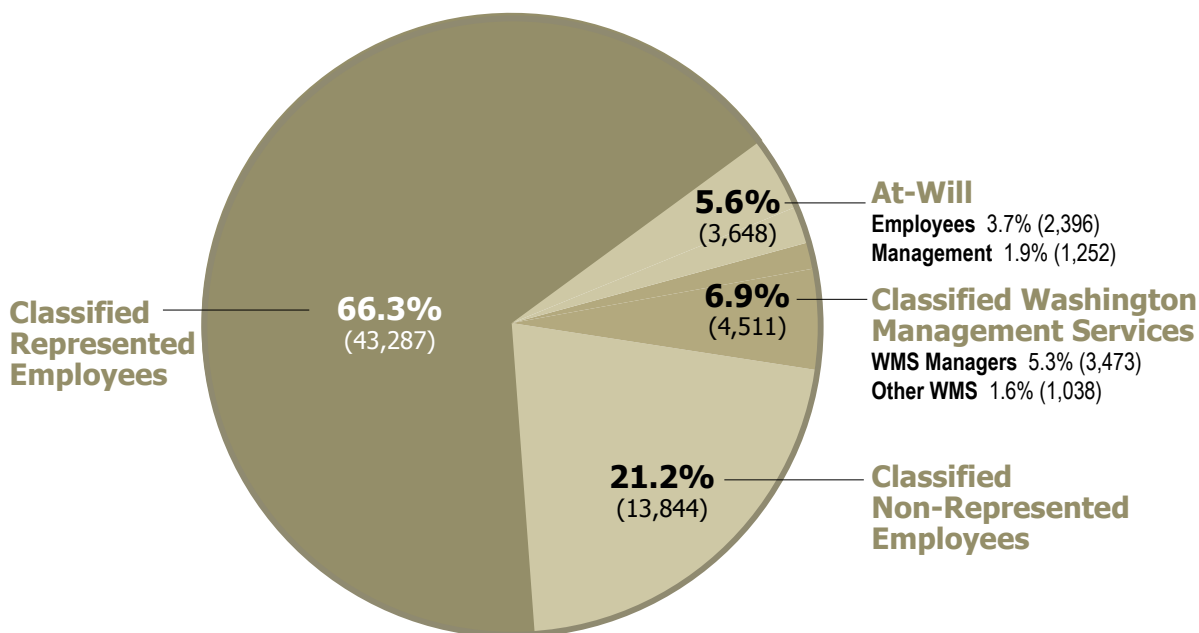
The vast majority (94.4 percent) of the workforce is "classified," meaning that it is subject to the civil service law, RCW 41.06, or similar statutory provisions (e.g., state troopers, ferry workers, printer employees). Most classified employees are represented by unions.

Included in the classified service are those in the Washington Management Service (WMS). WMS employees are not represented by unions.

The non-classified workforce is "at-will," meaning it is exempt from civil service provisions. This group is not represented

by unions. At-will non-managerial employees include Assistant Attorneys General, seasonal workers, and management support. At-will managers include elected and appointed officials and agency senior management.

Most State Workers Are Classified, Two-Thirds Are Represented



Based on total workforce of 65,290 as of 6/30/09



94.4%
Classified



5.6%
At-Will



66.3%
Represented
By Unions



7.2%
Managers

Workforce Profile (Continued)

Management Profile

"Management" in the executive branch consists of a combination of at-will and classified personnel. As of June 30, 2009, there were approximately 4,725 managers in the workforce of 65,290 (7.2 percent).

The at-will managers are exempt from civil service provisions. They include elected officials, agency directors, persons in the Exempt Management

Service, and other executives serving at the pleasure of the Governor or other elected official. At-will managers constitute 26 percent of all managers.

The classified managers are mid-level managers in the Washington Management Service (WMS). Classified managers constitute 74 percent of all managers.

Washington Management Service

Most WMS positions are managers of people. The remaining WMS positions are either expert consultants (such as program managers) or key policy advisors to executive management.

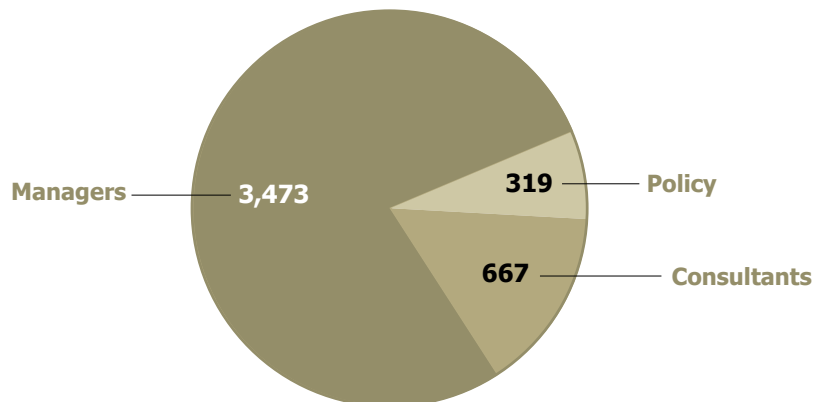
In 2005, Governor Gregoire directed a statewide reduction of 1,000 management positions. By June 2007, over 1,100 filled and funded vacant positions were eliminated. Most of these were WMS positions. In 2007, a WMS-to-workforce ratio was set as a control

The WMS headcount has declined by 801 over the past four years.

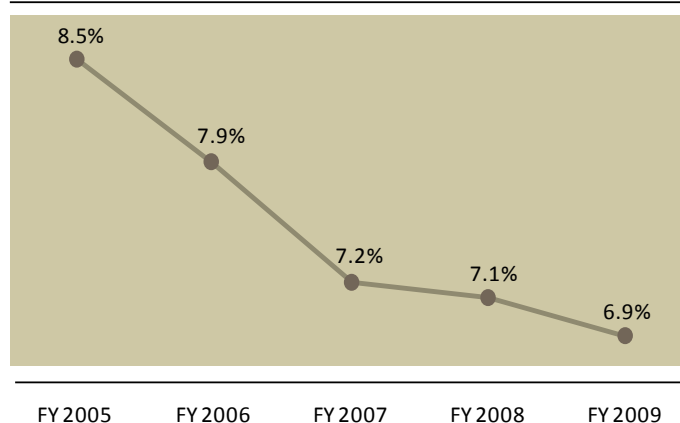
point for each agency to help limit WMS growth. Since that time, the proportion of the workforce that is WMS has steadily declined.

The WMS headcount was 5,312 in FY 2005, and 4,511 by the end of FY 2009.

Most WMS Positions Manage People

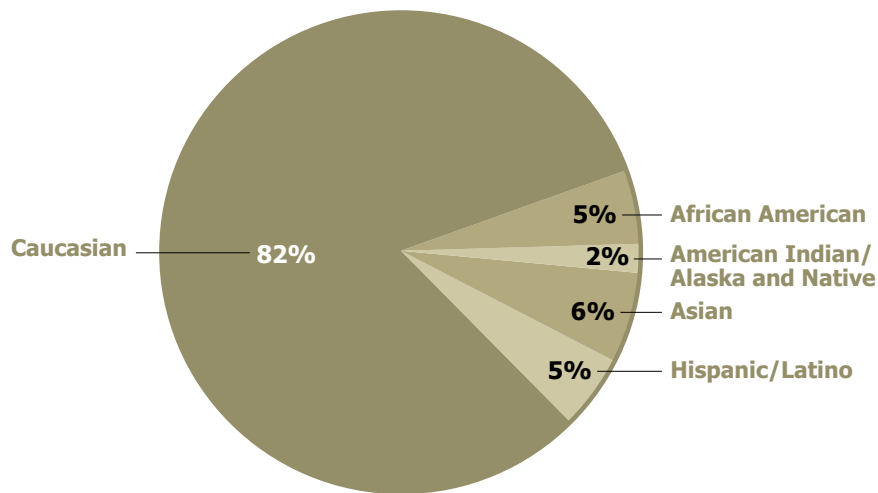


Proportion of Workforce that is WMS has declined since FY 2005



Workforce Profile (Continued)

2009 State Workforce Diversity Profile



Workforce Diversity

The diversity of the state government workforce has remained relatively stable over recent years. The exception is persons of disabilities, which has declined since FY 2006.

State Government vs State Civilian Workforce Diversity

	State Workforce	Civilian Workforce
Persons of Color	18%	19%*
Persons with Disabilities	4%	7%*
Female	51%	46%*
Vietnam Era Veterans	5%	n/a
Veterans with Disabilities	2%	n/a
Persons over 40	71%	n/a

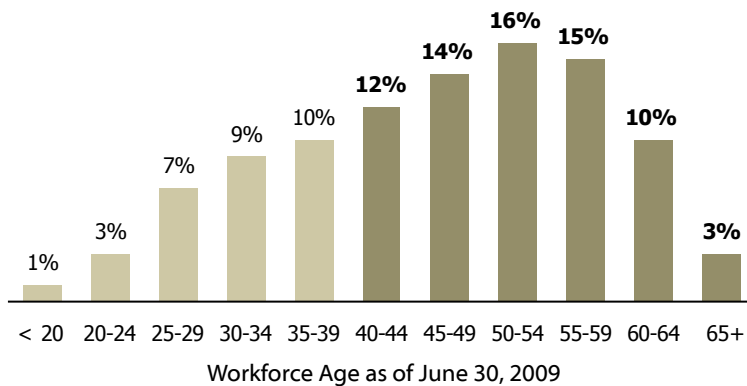
*Source: 2000 Census

Diversity Profile for Employees and Managers

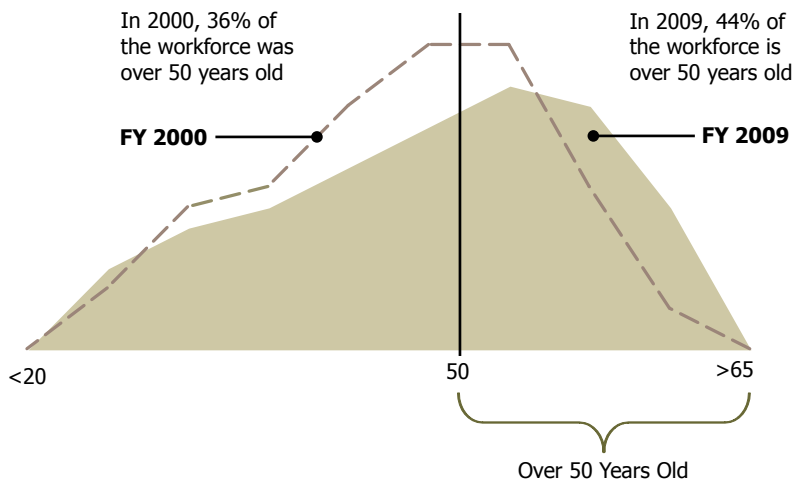
	Employees	Managers
Persons of Color	18.4%	13.7%
Persons with Disabilities	3.7%	3.5%
Female	51.5%	46.1%
Vietnam Era Veterans	5.0%	6.9%
Veterans with Disabilities	1.6%	1.8%
Persons over 40	68.2%	88.0%

Workforce Profile (Continued)

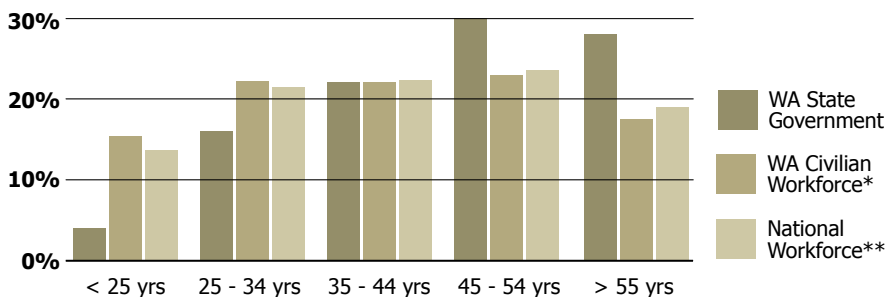
70% of State Employees Are Over 40



Percent of Employees Over 50 Has Increased



Age Comparison - State and Civilian Workforce



* Source: Washington State Employment Security Department 2008

** National Bureau of Labor Statistics 2008

Workforce Age

In 2009, the average age of state employees was 46 years. The average age among all state governments is 44 years*.

The average age of managers (51 years) is higher than non-managers (46 years).

The percent of employees over the age of 50 has increased significantly over the past nine years.

In 2000, 36 percent of the workforce was over 50. By 2009, the percentage of the workforce over 50 had increased to 44 percent. This trend may likely continue as the proportion of the workforce in the Public Employees Retirement System (PERS) Plan 1 declines. PERS 1 generally allowed employees to receive full retirement benefits at a younger age than PERS 2 and 3, which came into effect in 1977 and 2002, respectively.

*Source: National Association of State Personnel Executives, 2008.

In general, the age distribution of the state government workforce resembles those of the state and national civilian workforces. However, state government has fewer workers age 34 and under, and more workers age 45 and over.

Compensation

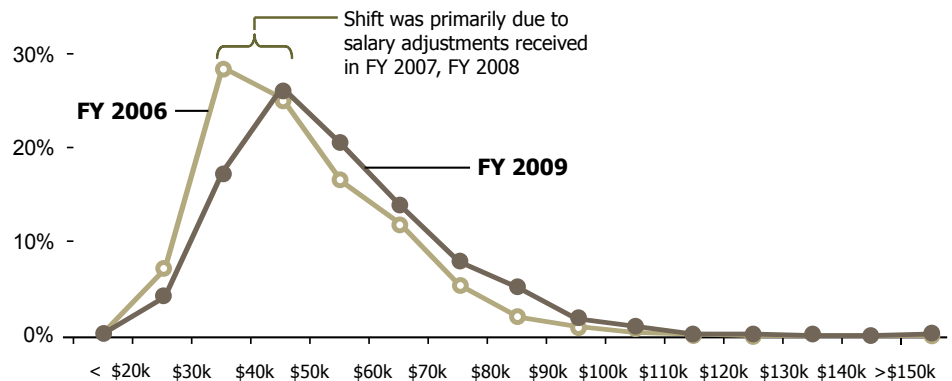
Workforce Annual Salary

Eighty-eight percent of state employees are salaried. Twelve percent are paid on an hourly basis and are typically part-time employees. The average annual salary for full-time, salaried state employees as of July 2009 was \$53,858. The median annual salary was \$50,568.

From July 2005 through September 2008, most employees received annual, legislatively-approved salary increases. Also during this time, the salary range was extended, and certain jobs received pay increases to bring them closer to the prevailing rate or to solve issues such as recruitment and retention difficulties.

Most general service classified employees (non-WMS) receive incremental salary increases each year until they reach the top step of their salary range. These step increases are automatic and are a permanent addition to the base pay. As of December 2009, 23.2 percent of classified general service employees were eligible for a 5.0 percent step increase, and 14.5 percent were eligible for a 2.5 percent step increase.

Salary Adjustments Resulted in Salary-Level Shift Between FY 2006 and FY 2008



Overtime Compensation

State employees who are covered under the Fair Labor Standards Act (FLSA) are eligible to receive overtime pay for hours worked beyond the 40-hour workweek. Overtime is paid at time and one-half.

During FY 2009, approximately 68 percent of the executive branch workforce was covered by FLSA. Of those eligible, 25.6 percent received overtime pay during this time. Overall, this amounts to 17.5 percent of the total workforce, for an average of 2.9 hours of overtime per month.

68% of the Workforce is Eligible to Receive Overtime Pay. Of Those Eligible:



During FY 2009
25.6%
of FLSA-covered
employees received
overtime pay

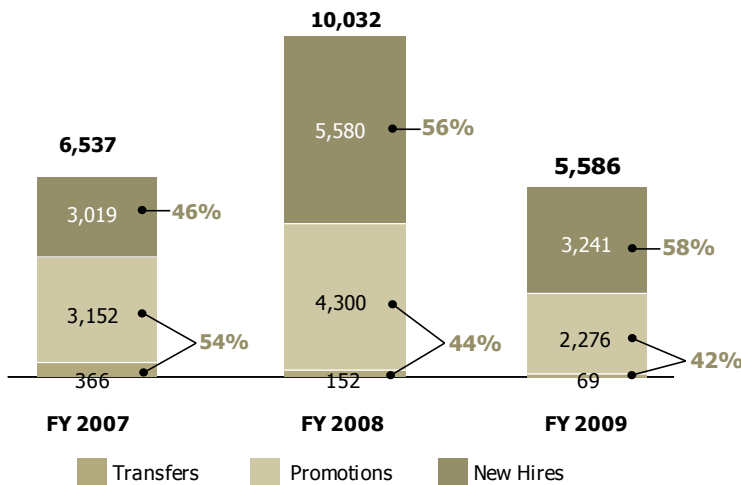


They worked
an average of
16 Hours
of overtime
per month

Peak overtime occurs in summer and during winter holidays, particularly in 24-hour institutions and during seasonal workload peaks.

Talent Acquisition

Balance of Internal and External Hires



Notes: Transfers include interagency transfers only. Exempt seasonal appointments and miscellaneous internal movement are not included.

Balance of New Hires

Over the past three years, state hiring has struck a balance between hiring external and internal candidates. On the average, 50 percent of appointments were "new hires," and 50 percent were internal promotions and cross-agency transfers.

Internal Movement

Development Plans Support Growth

Over 76 percent of classified employees have an Individual Development Plan. The plan helps the employee develop knowledge and skills that are relevant to the current job, anticipated future assignments, and career advancement.

Hiring from within reflects a commitment to investing in employee growth.

In-Training Appointments Support Career Advancement

FY	In-Training Appointments
2007	452
2008	595
2009	291
Total	1,338

In-Training Appointments

Another way agencies support employee advancement is through "in-training" appointments. This method gives employees who don't meet the standard qualifications for a position the opportunity to grow into the job or within a class series.

In-training positions are permanent positions that have clearly defined steps to train employees to successfully perform the duties and responsibilities at the completion of a set time period. Over the past three fiscal years, 1,338 employees have advanced through this process.

Talent Acquisition (Continued)

New Hire Profile

"New Hires" are those who are newly appointed to a state job and must complete a probationary period to achieve permanent state status.

Between FY 2007 and FY 2009, the percentage of new hires rose from 46 percent to 58 percent. This was largely due to the influx of new positions in child protective services, corrections, and transportation.

New hires allow the state to infuse new talent and ideas into the organization.

The state brings in new hires at all ages. The median age of a new hire is 35 years, which is two years younger than the median of 37 years for all state governments according to the National Association of State Personnel Executives.

Summary of New Hires by Diversity Group (FY 2008)

Persons of Color	19.7%
Persons with Disabilities	1.1%
Female	55.9%
Vietnam Era Veterans	1.8%
Veterans with Disabilities	0.7%
Persons over 40	38.6%

New Hire Salaries

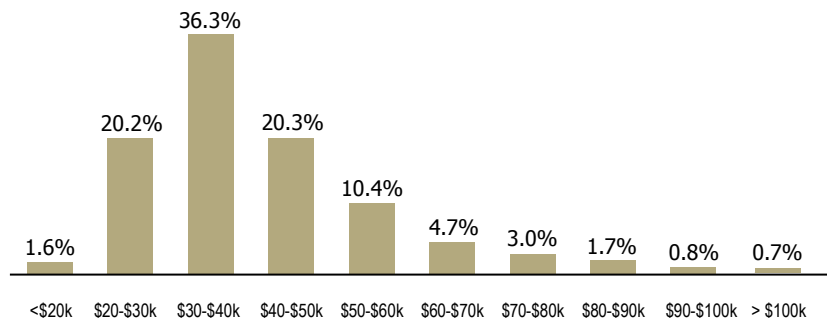
The largest percentage of new hires are in the \$30,000 to \$40,000 salary range. The median salary for new hires in full-time state positions was \$39,228 in FY 2008.

In FY 2008 the Largest Proportion of New Hires Was Between 25 and 29 Years Old.



*FY 2008 data is shown as a more accurate reflection of the trend since there was a hiring freeze in FY 2009.

Percent of Full Time New Hires by Salary Range for FY 2008



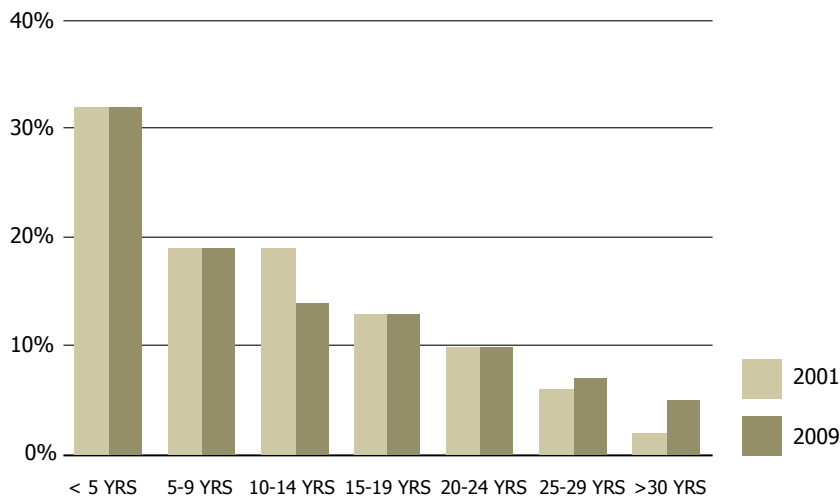
*FY 2008 data is shown as a more accurate reflection of the trend since there was a hiring freeze in FY 2009.

Top 10 Jobs with Highest New Hire Activity (FY 2007 – FY 2009)

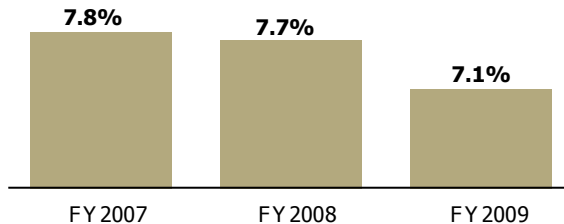
Office Assistant 2 & 3	828
Corrections and Custody Officer 2	816
Social Worker 2 & 3	578
Liquor Store Clerk	346
LPN 2 & Registered Nurse 2	327
Transportation Engineer 1 & Transportation Technician 2	280
Community Corrections Officer 2	191
Customer Services Specialist 2	183
Attendant Counselor 1	183
Secretary Senior	156

Retention

Workforce Longevity 2001 vs. 2009



Statewide Turnover Trend* (separation from state service)



Statewide Turnover by Type*

Turnover Type	FY 2007	FY 2008	FY 2009
Retirement	1.7%	1.9%	1.8%
Resignation	4.8%	4.7%	3.7%
Dismissal	0.2%	0.1%	0.2%
Other	1.2%	1.1%	1.4%
Totals	7.8%	7.7%	7.1%

* Turnover data includes permanent employees only.

Length of Service

As of 2009, the median length of service for Washington State employees was 9 years. In comparison, the median tenure among all state governments is 6.5 years (Bureau of Labor Statistics 2008).

The *average* length of service for the state's workforce has remained stable during this decade. In 2001 the average was 11 years; in 2009 the average was 12 years. However, during this time period, there is a noticeable shift for those working more than 30 years – from two percent in 2001, to five percent in 2009.

State Workforce Turnover

Compared to other state governments, Washington tends to have a relatively low turnover rate of 7.1 percent, well below the national average of 15.9 percent for state and local governments (Bureau of Labor Statistics 2009).

The drop in turnover rate in fiscal year 2009 is primarily due to a significant reduction in the rate of resignations. This decline may be related to the challenging economic situation and tight job market over the past year.

Top 10 Jobs with Highest Turnover (FY 2007 – FY 2009)

Corrections and Custody Officer 2	515
Office Assistant 2 & 3	438
WMS Band 2 & 3	391
Social Worker 2 & 3	387
Liquor Store Clerk	252
LPN 2 & Registered Nurse 2	191
Attendant Counselor 1	147
Financial Services Specialist 3	127
Secretary Senior	124
Community Corrections Officer 2	109

Retention (Continued)

Turnover - Resignation

In fiscal year 2009, employees who resigned had a median of three years employment in state government. This is down from a median of six years in fiscal year 2007.

The influx of newly funded positions between 2007-08, especially correctional officers, may also account for this reduction in tenure. Such jobs tend to have the highest amount of turnover activity.

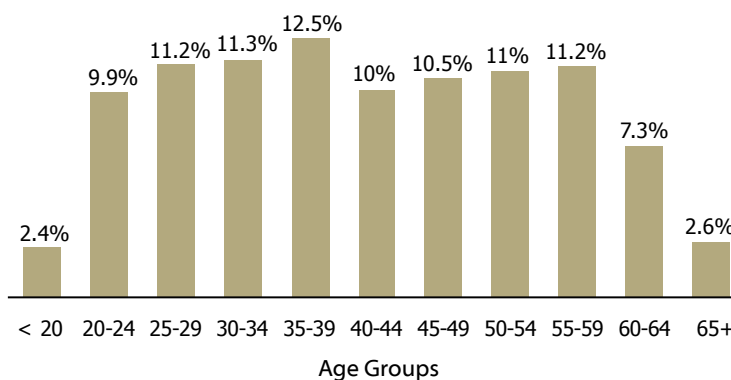
The percent of employees who resign is spread evenly over most age groups. This would indicate that the state is not losing a disproportionate share of younger talent or more experienced workers. The median age of those who resigned is 41 years old.

Turnover – Retirement

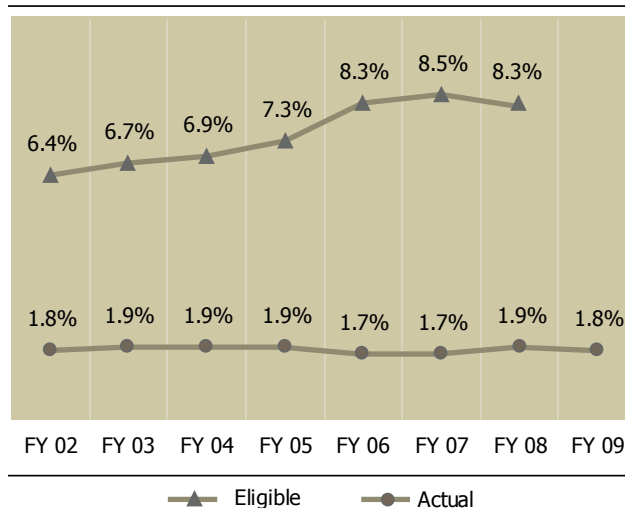
Despite the publicity around the anticipated bubble in baby boomer retirements, retirement rates for Washington State employees have not increased. Factors that may contribute to this trend include:

- The departure of more employees enrolled in the Public Employees' Retirement System (PERS) Plan 1 retirement plan, leaving a greater percentage of employees approaching retirement in the PERS 2 and PERS 3 plans. PERS 1 generally allowed employees to receive full retirement benefits at a younger age.
- The impact of the recent recession on retirement savings.
- The increase in costs for private health insurance.
- The increase in average healthy lifespan.

Percent Resignation by Age Group in FY 2009

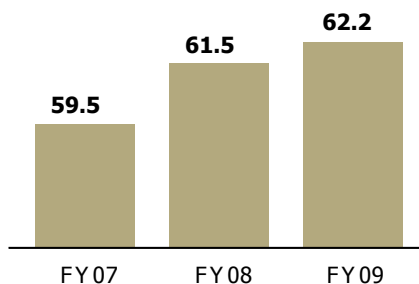


Actual Retirement Rate is Steady



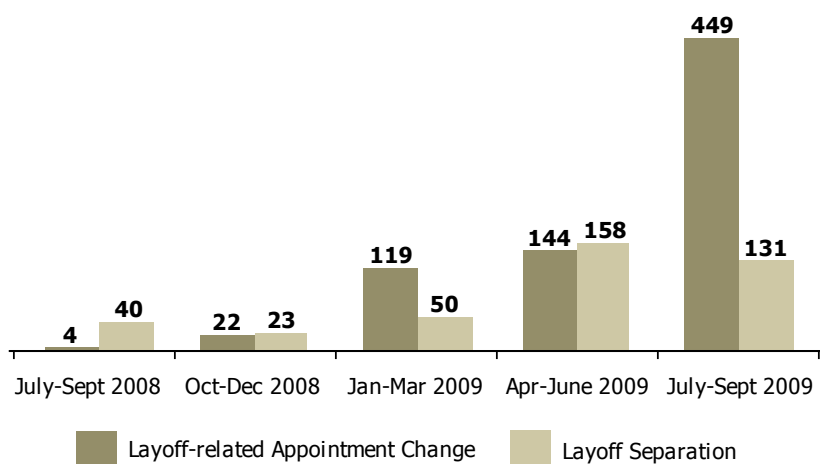
Note: Eligibility rates are derived from State Actuary data. FY 2009 retirement eligibility data is not yet available. Actuary's data is for PERS 1, 2, 3 and WSPRS.

Average Age of State Employees at Retirement Increased by 2.7 Years Since FY 2007



Retention (Continued)

1,140 Employees Affected by Layoff Activity



Although most occupational groups have been impacted by layoff activity, the following types of jobs had the largest number of separations due to layoff between July 2008 and September 2009:

Job Types	Number of Separations
Natural Resources (NR Scientist, Specialist, Worker, Fish Hatchery Specialist, Biologist)	53
Clerical (Administrative Assistant, Clerical Assistant, Secretary Senior, etc.)	42
Washington Management Service	21
Information Technology	19
Corrections Officers	14

Layoff Activity

In response to the state's financial challenges, state agencies engaged in a variety of workforce reduction efforts. In addition to normal attrition combined with a hiring freeze, many agencies also conducted layoffs.

Between July 2008 and September 2009, 402 employees were separated from state service as a result of layoff.

In addition, 738 employees had layoff-related appointment changes. These include:

- An appointment change to accept a layoff option.
- Demotion or non-permanent appointment in lieu of layoff.
- Appointment from a layoff list prior to actual separation.

Employee Performance Management

Performance Planning and Evaluation

Central to effectively managing employee performance is clarity around two basic questions: Do employees know what is expected of them? Do employees know how they are doing?

To help address these questions, agencies use performance management tools such as job descriptions, performance and development plans, and evaluations. Agencies report status on their use of these tools to DOP in their annual HR Management Reports.

Overall, there has been significant improvement in the effective and current use of these performance management tools. 2008 saw a slight decline which was caused by implementation of a more precise tracking method by a large state agency. 2009 data indicates that agencies are maintaining most of the improvements gained when they began reporting these results four years ago.

In support of agencies' effort, the Department of Personnel has offered over 40 different management and supervisory training opportunities between FY 2007 and FY 2009. There were 12,944 participants, for an average of 21.8 hours of classroom instruction per participant.

The results of the latest Statewide Employee Survey showed statistically significant improvement between 2006 and 2009 on all questions pertaining to performance management.

Percent Employees with Up-to-Date Performance Plans and Evaluations

Job Descriptions



Performance Expectations



Individual Development Plans



Performance Evaluations



State Employees Survey Results (November 2009)



87%

Felt they understood what was expected of them



57%

Felt their performance evaluation provided meaningful feedback



66%

Felt they received ongoing feedback to help them improve performance

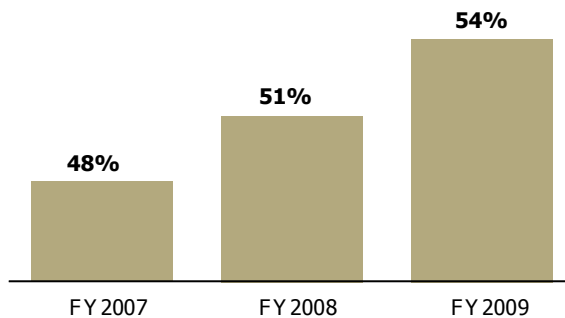


82%

Felt they know how their work contributes to the goals of the agency

Employee Performance Management (Continued)

Percent of Employees Indicating That They Receive Recognition for a Job Well Done*



* Source: State Employee Survey. Department of Personnel.

Since 2006, several agencies have worked to improve their employee recognition efforts – from formal recognition ceremonies, to a simple, but sincere “thank you” for a job well done.

Recognition

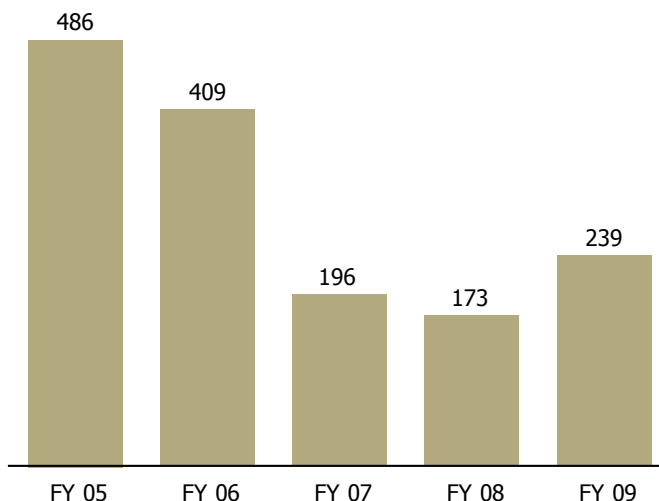
Employee recognition can take many forms, ranging from a personal “thank you” from the boss, to informal celebrations with team members, to more formal agency-wide recognition programs.

Most agencies have some form of formal recognition program. Such programs recognize outstanding performance, exemplary contribution to achieving agency goals, and employee service.

All agencies have authority under RCW 41.60.150 to recognize employees with recognition awards up to \$200 in value for accomplishments including outstanding achievements, safety performance, longevity, etc.

Seven agencies have applied for and received approval from the Department of Personnel to implement pay-for-performance programs. This authority is called Performance Management Confirmation (PMC). PMC allows for performance awards for accomplishments above and beyond normal duties.

Number of Formal Disciplinary Actions Taken



Formal disciplinary action includes suspension, demotion, and dismissal. This chart does not include reduction in pay.

Corrective and Disciplinary Action

Agencies report that the most common issues leading to disciplinary action are:

- Mis-use of resources/ethics violations
- Inadequate/poor performance
- Neglect of duty
- Attendance
- Insubordination, misconduct, inappropriate behavior
- Not following agency policies or procedures

Overall, there has been a significant decrease in the number of formal disciplinary actions taken since FY 2005. Agencies report that they are often able to correct or deal with problems before they elevate to formal disciplinary action.

Employee Satisfaction

Washington State Employee Survey

Every other year, the State Employee Survey is conducted in most agencies. The survey consists of 13 questions designed to gauge employee opinions about their work environment and management. The State Employee Survey was first administered in spring 2006, again in fall 2007, and most recently in the fall of 2009. The overall response rate in 2009 was about 60 percent.

The Department of Personnel reports the overall survey results to the Governor and agency directors, and posts them on the DOP website for the workforce to view. In addition, each agency analyzes their own results and typically prepares action plans for follow through.

Washington State employees' responses to each of the survey questions are

shown in the table below. Responses of federal employees to a similar survey (Federal Human Capital Survey 2008) are shown for comparative purposes.

Overall Average Ratings

2006	3.78
2007	3.80
2009	3.84

(Scale of 1-5)

Question	2006	2007	2009	WA State Employees % rating 4 or 5 in 2009	Federal Employees % rating 4 or 5
1. I have the opportunity to give input on decisions affecting my work.	3.50	3.56	3.58	58%	53%
2. I receive the information I need to do my job effectively.	3.80	3.77	3.84	73%	73%
3. I know how my work contributes to the goals of my agency.	4.12	4.14	4.21	82%	84%
4. I know what is expected of me at work.	4.28	4.25	4.31	87%	n/a
5. I have opportunities at work to learn and grow.	3.59	3.66	3.60	58%	64%
6. I have the tools and resources I need to do my job effectively.	3.76	3.75	3.80	70%	51%
7. My supervisor treats me with dignity and respect.	4.29	4.29	4.33	83%	n/a
8. My supervisor gives me ongoing feedback that helps me improve my performance.	3.72	3.76	3.80	66%	57%
9. I receive recognition for a job well done.	3.34	3.43	3.47	54%	50%
10. My performance evaluation provides me with meaningful information about my performance.	3.39	3.45	3.52	57%	64%
11. My supervisor holds me and my co-workers accountable for performance	4.14	4.11	4.11	78%	82%
12. I know how my agency measures success.	3.39	3.43	3.49	56%	n/a
13. My agency consistently demonstrates support for a diverse workforce.	n/a	3.83	3.89	70%	n/a

Rating Scale: Almost Never/Never (1) Seldom (2) Occasionally (3) Usually (4) Almost Always/Always (5)



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